Statewide Internet Portal Authority

Strategic Business Plan

October 2004

I. **BACKGROUND**

   A. Enabling Legislation

     In 2003, Colorado Senate Bill 03-0336 added section 24-37.5-203.5, Colorado Revised Statutes that required the Information Management Commission to develop a portal plan for the State of Colorado.   That portal plan led to the introduction of Senate Bill 04-244, which was adopted by the General Assembly, and signed into law by Governor Bill Owens. This bill added article 37.7 to title 24 of the Colorado Revised Statutes, creating the Statewide Internet Portal Authority.

   B. Mission Statement

     The mission of the Statewide Internet Portal Authority (Portal Authority) is to provide efficient and effective services for citizens through the use of modern business practices and innovative technology solutions.

   C. Vision Statement

     We will transform Colorado government service delivery through the use of technology, allowing a single point of contact for citizens to access state and local government information, products, and services.

   D. Goals, Objectives, Strategies

     Under the leadership and guidance of the Statewide Internet Portal Authority created in SB 04-244:

     1. To develop a statewide Portal Authority that provides one-stop access to electronic information, products, and services of state & local government in order to give members of the public an alternate way to transact business with state & local government.

     2. To allow for the integration of specific applications that have been developed or may be developed by state and local agencies.

     3. To solicit the input, leadership, and technical expertise of the various state & local agencies across the state.

     4. To develop and annually update a Strategic Business Plan for the implementation, maintenance, and enhancement of the Statewide Internet Portal.

     5. To issue requests for proposals and subsequently enter into a contract or contracts with a Portal Integrator for the development, support, maintenance, and enhancement of the equipment and systems utilized for the Statewide Internet Portal.

     6. To provide appropriate administration and oversight of the Portal Integrator.

II. **FINANCIAL MANAGEMENT**

The critical success factor for a successful and sustainable statewide Portal Authority is funding.

   A. Governing Principles

     Portal Financial Model

      ◢ Variable Cost Model (e.g. per seat pricing).

- ◢ Majority of performance risk is transferred to the vendor(s).
- ◢ Cost reductions based on volume.

Portal Authority to Government Agency Relationship
- ◢ Clear, fixed pricing.
- ◢ Simple ala carte menu of services.

Portal Authority to Vendor Relationship
- ◢ Cost per month per seat.
- ◢ Perpetual license remains with the Portal Authority at contract end (desktop, server).
- ◢ The Portal Authority owns all hardware at end of contract.
- ◢ All upgrades included during contract period (desktop and server).
- ◢ Established Service Level Agreements with financial penalties.

B. Investment Strategy
Successful portals have multiyear spending authority and the ability to reinvest funds gained through service delivery. The reinvested funds are used to continue the build-out of future applications driven by user demand.

Capital Fund
It is the intent of the Portal Authority to establish and maintain a permanent capital fund to ensure permanence of the Portal Authority.

Operating Fund
It is the intent of the Portal Authority to establish an operating fund to be used for staff, operating expenses, and ongoing costs of operations.

Reinvestment Strategy
A sustainable funding model, where dollars saved and earned in one year are invested in successive years, has proven to be a key element in successful state portal initiatives.

C. Benefit Sharing
Pursuing a benefit-sharing model is key to sustainability. The Portal Authority and its commercial partners will establish a benefit sharing model that addresses revenue split pre & post break-even with the appropriate financial caps. Inherent in the model is the ability to understand the cost structure for each vendor and associated services. This information, coupled with the pricing strategy and revenue forecast for each service, provides the financial metric needed for establishing the contractual relationship(s). Pursuing a benefit-sharing model aligns the Portal Authority and its vendors such that they have commonly aligned interested, goals & objectives. Fostering open, honest decision-making based on clearly understood facts and data.

Shared Investment
The amount of initial investment by the Portal Authority and the contractor/partner will be determined through contractual agreement. Benefit sharing will be used to explicitly define each entities return.

Shared Return on Investment (ROI)
The shared return on investment by the Portal Authority and the contractor/partner will be determined through contractual agreement.

D. Revenue Analysis
Although the enabling legislation does not specifically allow for the charging of end-user fees, it is expected that the Portal Authority will work closely with specific agencies to develop and deploy integrated services. As such, the Portal Authority will charge the agencies and collect revenue directly from each participating agency, and rely on the financial authority of each agency to collect revenues directly from the end-users.

Authorized Revenue Streams
Per the enabling legislation (SB-244), the Portal Authority can generate cash from the following revenue streams:

- Federal moneys granted or allocated to the Portal Authority;
- Web site advertising
- Moneys, goods, or in-kind services donated from public or private sources;
- Moneys derived from the issuance and sale of bonds.
- Contracting & fees for the provision of new services related to the distribution of electronic information, products, and services through the statewide Portal Authority.

Pricing Strategy
The initial focus of the Portal Authority will be to develop and deploy commonly used services that benefit all government agencies (including local government entities). Consistent with the aforementioned financial principles, the pricing strategy will follow a simple, clear, and fixed approach to the delivery of these services.

Email
- Priced on a per seat basis.
- Tiered services will be provided (e.g. Web only, Outlook, Office, Hardware).
- Roughly 2000 users needed to establish critical mass.

Hosting
- Priced on a per site basis with a tiered services approach.
- Transactional site with Security.
- Authorization and Authentication Services
- Business Continuity Services (100% uptime guarantee).

Enterprise Payment Engine
- Priced on a percent of transaction + per transaction
- Services – payment authorization and clearing (Credit Card, Electronic, or both).
- Integrated reporting, reconciliation and chargeback system.
- Integrated with COFRS for cash management accounting purposes.

III. **PARALLEL APPROACH - PRODUCTS & SERVICES**
   A. Market Analysis & Research
   Customer Needs
   Citizens and businesses expect to find public information and services online. They would like to renew driver licenses, file their taxes, and make their lives easier. Citizens and businesses generally do not understand the bureaucratic and organizational landscape. For example, when looking for a permit to cut down a tree in front of his or her property, a citizen may have no idea which government agency would handle such a permit. Many government sites are difficult to use by citizens, preventing them from finding information and services because they follow their own internal structure and language instead of speaking the language of the citizen.

   Colorado's focus is the business of government and using technology in a way that will transform its fundamental relationship with the public. Colorado will thoroughly assess the needs of our customers and consider government business objectives, document how services can be enhanced through the Portal Authority to create more positive experiences for our citizens and businesses.

   Customer Prioritization
   Colorado state government has over one million pages of content and many online services found under a multitude of sites. The Portal Authority, in conjunction with specific agencies, will decide which agency content and services will be migrated into the new content repository and portal infrastructure. The differences between content that lives in a new site and content that exists as "links" will be clearly identified.

   The Portal Authority will create a common "intake process" to assist with the prioritization process. To assist in this effort, the Portal Authority will create a Web Content Management Working Group. This working group will be tasked with:
   - Developing web content policies and requirements.
   - Defining standard metadata.
   - Developing basic common content, terminology, placement and navigation for agency websites.
   - Developing a process for submitting requests to be implemented or migrated to the Portal.
   - Establishing and using a Digital Government Readiness Assessment Tool.
   - Establishing a standard cost/benefit analysis.
   - Obtaining agency approvals for financial and human resources.
   - Establishing priorities and schedules for posting content on the Portal.
   - Continually assess what's being done on the Portal.

   Agencies will be asked to collaborate with each other in developing cross-agency websites or applications to ensure they provide the breadth of information and services available across government about the particular topic or audience group. Cross-agency initiatives should be coordinated with the Portal Authority to ensure that they:
   1. Meet a defined business needs,
   2. include all appropriate agencies,

3. do not duplicate existing websites/applications, and
4. have sufficient resources to be sustainable.

Sponsoring agencies should have a plan to ensure cross-agency websites/applications can be effectively managed over time.

Customer Driven
Citizens must be able to identify official Colorado government websites and trust that those websites will provide current and accurate information. State government websites must use the State of Colorado's domain (Colorado.gov or state.co.us), show State of Colorado sponsorship, follow basic common linking practices and be current. The domain name applies even if the website resides on a non-state government owned server.

Colorado's government public website must be written and organized from the audience's point of view. Content must be organized in ways that make sense to citizens and intended audiences. Homepages must be written and organized from the viewpoint of the public.

Colorado's government public websites must be designed and written to ensure they are easy to access and use. They must provide easy access, be written in plain language, have consistent navigation, have a search engine and use standard metadata. Colorado's government public websites should provide access to documents in appropriate file formats and provide appropriate access to data.

To promote seamless government, all government organizations must work to simplify and unify information across the government. Websites should avoid duplication and link to appropriate government sites. Agencies should collaborate in developing government-to-government websites. State websites must link to Colorado.gov and link back to the website's homepage from every subordinate page.

Usability testing from citizen and business focus groups will be used throughout the implementation of the Portal.

State government public websites should contain information and services for the public. As a rule, they should not be used to convey information specific to employees. Intranets or extranets should be used to inform employees.

Stakeholder Involvement
Colorado's Portal Authority will be designed so citizens can access government services from their homes, businesses or libraries. Government services need to reach across the agencies of the state, and to municipalities, counties, cities, courts, higher education, K-12 education, and libraries.

The Portal Authority will use a variety surveys and focus groups initially (over the next six months) and continue selected surveys and focus groups over time to ensure

stakeholder needs are being met. Listed below are some examples of surveys that will be used to gain stakeholder involvement:

- ◢ Public Survey of E-Government Services.
- ◢ Survey of Existing Online Services in State Agencies and Local Governments.
- ◢ Local Government Online Service Needs Assessment Survey.
- ◢ Survey of State E-Government Initiatives.
- ◢ State Agency Online Services Needs Assessment Survey.

B. Business Strategy

It is the intent of the Portal Authority to competitively contract with a Portal Integrator and a Portal IV& V contractor through the Request for Proposal (RFP) process. Any person bidding to be a Portal Integrator or Portal IV & V Contractor, who has a direct or indirect interest in any transaction or contract other than the specific bid at hand, shall disclose to the Authority this interest and this interest shall be recorded in the minutes of the Authority. The Portal Integrator will become the general contractor for the design, construction and operation of the statewide Portal. The Portal IV & V contractor will be responsible to review and report on all activities of the Portal Integrator.

It is the intent of the Portal Authority to partner with a commercial vendor to identify opportunities, prioritize them, and execute them. The vendor should be skilled in the development of business cases that include online service development, pricing and marketing.

It is expected that co-sourcing service arrangements where State resources are used in conjunction with vendor resources will be utilized. The co-sourcing strategy will maximize the use of state assets and will augment/extend the capabilities and capacity of those assets through a vendor relationship.

The Executive Director will maintain oversight responsibility of the Portal Authority and manage both the Portal Integrator and the Portal IV & V contractor.

The Portal Authority and/or Executive Director may make and execute agreements, contracts, or other instruments with any person, firm, corporation, state agency, local government, or other entity to achieve the goals and objectives of the Portal Authority. State agencies and local governments are authorized to enter into any such arrangement or contract with the Portal Authority. It is expected that all state agencies will consider using the statewide Portal when providing services on the Internet.

1. Criteria for Success

    Parameters

    Industry best practices will be used to set quantitative and qualitative goals and measurement parameters. Strict adherence to these parameters will be a key qualification of the initial RFP and any subsequent RFPs for phased implementation.

    Established state and federal laws will prevail, as will technical and service delivery standards. Each contractor will be expected to become familiar with and comply with

these laws and standards. Some guiding standards will be specified, referenced, and/or included in the RFP.

Measurements
Depending on the particular activity being performed, measurement criteria and standards will vary. However, key elements will consistently be measured – cost, time, quality, look & feel, revenue generating capability, and interoperability.

Perceptions
The Portal Authority, and the outcome of its efforts, is highly visible to the public. Therefore, through the marketing and communications plan, transparency is essential.

2. Risk Measurements
A firm set of applications with proven adoption rates will be used to determine risk measurement scenarios. Determinations of adoption rates, payback, and breakeven analysis will be made during the RFP process.

Throughout the RFP and implementation process, industry best-practices will be utilized to determine:
▲ Best-case scenario.
▲ Worse-case scenario.
▲ Most likely scenario.

Contingency mitigation may be limited due to time, personnel, and cost constraints. Yet, quality is not to be sacrificed.

Through the use of contingency planning, measurements and alternatives will be established.

3. Market-Driven Pricing
Industry Standards
In order to operate the statewide Portal most efficiently and effectively, the Portal Authority will look to the commercial business sector's standards and operating principles. Industry refines its standards constantly, because profitability and survivability depend on it. The Portal Authority will operate in this manner was well. Since it was determined in governing legislature to be formed and maintained as a stand-alone entity, the Portal Authority Board of Directors and Staff will try to attain best-in-class industry standards for governance, implementation and build, and security.

Industry standards are also key in the technical factors of the request for proposal (RFP). By utilizing standard protocols and interfaces, ease of implementation, maintenance, and expandability are ensured. However, consistency and commonality are critical to manage the system and its future expansion, therefore, construction of the Portal will be in accordance with the State of Colorado's Information Technology Standards.

The Portal will utilize an open architecture solution. This solution will provide system(s) scalability, portability, reliability, and usability sufficient to meet the business needs of the Portal Authority and its customers.

Best Practices from Existing Portals
In order to provide the optimal utilization of services offered by Colorado's Internet Portal, best practices and lessons learned by states who have already adopted a plan for e-government services must been reviewed. No better guidance exists than experience.

States that have begun the development, implementation, and execution of a strategy for a state portal infrastructure have much to teach us. Through a thorough examination of their websites, through discussions with members of their staff and administration, and by reviewing the timeframe and financial elements determined during their execution, considerable insight is achieved.

Those states having been identified as most conducive to providing input to the Portal Authority are (listed in alphabetical order):
- Arizona
- Indiana
- Kansas
- Texas
- Washington

User Thresholds
Within the RFP for Phase I of the total project, a stated deliverable will be an analysis of user needs and thresholds. Plus, a roll-out projection of application and service demands over time is required.

Based on prior experience within the State of Colorado on data center expansion demand, and that of other states with a portal deployment currently underway, user thresholds will be estimated.

Revenue Models
The Portal Authority, as legislated, is a standalone business. The Portal Authority is expected to become self-sufficient and pay for any and all expenses, including those incurred for operation and implementation.

The primary revenue models used by the Portal Authority will be to:
- Generate transaction fees per use per application.
- Utilize a per seat fee for common services, such as email.
- Federal moneys grated or allocated to the Portal Authority.
- Website advertising.
- Monies, goods, or in-kind services donated from public or private sources.
- Monies loaned to the Portal Authority by any person or entity.

◢   Monies derived from the issuance and sale of bonds.

The Portal Authority will not increase or decrease the amount of any charge or fee that a state agency or local government is authorized by law to impose for electronic information, products, and services.

The Portal Authority will be able to invest dollars earned and saved in one year for future years. The funding must also clearly provide for the permanence of the Portal.

A sustainable funding model, where dollars saved and earned in one year can be invested in successive years, has proven to be a key element in successful state portal initiatives. An initiative to be evaluated further may be to contractually require a vendor to manage the collection of fees generated via the Portal and to reinvest those fees in future enhancement and expansion.

Models will be built that provide a revenue-sharing opportunity for the statewide Portal Authority to share in the costs and risks with the contractor(s) for designing, provisioning, and supporting the service offerings.

Other sources of revenue may emerge, such as through the management of data or through add-on services offered to the expanded community of state, local, municipal, and federal government.

Detailed financial records will be kept and reviewed with the oversight of the Portal Authority Board of Directors. Best practices and all applicable federal and state regulations will be followed.

4. Early Adoption/Implementation
Early Commitments to Adopt Portal Authority Services
The Portal Authority will be the single gateway of access to state and local government information and services. The basic infrastructure components will include: web hosting infrastructure, security, and a suite of basic services (e.g., search, directory, access, content management, and service integration).

The identity management system must support distributed administration with 20,000 users initially (i.e., government employees, daily use), migrating to 1,000,000 users by month 12, and 4,000,000 users by month 36.

The Portal will be developed to provide all aspects of security, including user identification, intrusion detection, virus prevention, spamming prevention, and redundancies for business continuity and disaster recovery.

An application integration toolset, content management toolset, communications and collaboration toolset, help desk toolset, web hosting service, and electronic payment engine will be included in the early delivery elements of the Portal. These will

provide rapid provisioning of services for state departments and other state and local government entities that subscribe to this service.

The contractor identified through the RFP process shall conduct and document a 'Determination of Needs' study related to current and future Portal applications and services. The contractor shall survey stated departments and other state and local government entities to determine their need for Portal applications and services. In addition, the contractor shall survey Colorado citizens and businesses to determine what applications and services these groups require.

Candidates to Leverage Early Stage Deployments
The initial Phase of the Portal Authority development will be targeted to support intra-state government needs. The audience will be departments and agencies of the State of Colorado.

The results of the contractor's survey will be presented in such a way that the Portal Authority, in conjunction with state departments and other state and local government agencies, can assign appropriate priorities and develop implementation plans.

Implementation Timeline for Adoption
The anticipated term of the contract with the Integration Contractor will be five years with the opportunity for two 2-year extensions.

The contractor, working with the statewide Portal Authority, shall mutually develop agreed upon delivery schedules for mutually identified deliverables in accordance with the baseline activities specified in the RFP for Phase I.

5. Opportunities for Colorado Companies
   This is the statewide Portal Authority; therefore a strong desire of the Board of Directors is to encourage Colorado companies to participate.

   The Integration Contractor is encouraged to team with qualified partners, but must maintain oversight on all sub-contractors and partners.

   Best Practices and Industry Standards will be adhered to, and must be enforced in order to meet the overall needs and desired outcome of the Portal. Therefore, any vendors – whether they have a presence in state or not – must abide by the same rules. Due to the phased nature of the Portal Authority build-out, opportunities for Colorado companies will be present.

C. Infrastructure Build – Phased Rollout
   1. Overview
      Acquisition Approach
      The Portal Authority will conduct a competitive source selection to hire an integrating/general contractor to design, build, operate, support and maintain an Internet Portal capability for the State of Colorado. The source selection process will

parallel the source selection processes used by the Executive Branch of Colorado's State Government. A Request for Proposal (RFP) will be released containing a description of the acquisition; hardware, software, and services requirements; information on how a contractor will be selected; a model contract; and a schedule for the RFP process leading up to contract award. A separate source selection will be used to acquire the services of a Portal IV & V contractor.

Phase Description
The selected contractor will be expected to satisfy up-front requirements associated with Phase I of the acquisition. These requirements include building the initial Portal Authority infrastructure and developing or providing a list of capabilities and services that state departments and other state and local government entities may subscribe to. The initial source selection will only be for these products and services. A subsequent acquisition either through competitive procurements or through task orders issued to the Phase I contractor will provide additional capabilities for Colorado citizens and businesses as well as state and local government entities to use and benefit from.

In Phase II, the Portal Authority will provide application development, hosting, and operations and maintenance services for its customers. The Portal Authority envisions that Phase II requirements will be provided by state departments and other state and local government entities on a priority basis for development and deployment. The Portal Authority, working with its contractors and customers, will determine the roll out schedule for these new Internet applications, task the contractors to build the capabilities, and the team will operate and maintain these new applications as a service to the customers. The Portal Authority envisions that Phase II will continue for quite a while as agencies develop new Internet application requirements, get them approved through the State's budget process, and develop the detailed specifications upon which the Portal Authority and its contractors can respond.

Phase III is focused on developing internal government applications and services for all levels of state government. Termed G2G for government to government and G2E for government to employees, this special class of Internet applications attempts to develop and deploy capabilities that permit all levels of government to work better together using Internet technology as well as communicate with government employees and provide them will Internet applications that improve their efficiency and effectiveness. The Portal Authority envisions that Phase III will commence when there are sufficient G2G and G2C application requirements defined and funded. In all likelihood, Phases II and III will be carried out in parallel for some time.

Beyond Phase III there are no currently developed strategic or tactical plans. Any potential "Phase IV" will be defined as were Phases II and III based upon market surveys and validated requirements from Colorado citizen and business demands and the needs of state departments and other state and local government entities to provide services over the Internet.

Contractor – Portal Authority Relationship

The relationship between the Portal Authority and its integrating/general contractor will be a close one. The basic tenant of the relationship comes from the benefit sharing, self-funded nature of the relationship. Under this concept, the integrating/general contract makes an investment along with the Portal Authority and shares in the returns on a mutually agreed upon basis. Further, revenues generated by the Portal Authority through operations and maintenance of the Portal Authority are used to cover the costs of operations and maintenance, pay the integrating/general contractor and fund new applications and service developments for customers on a priority basis. The contractor and the Portal Authority will work together to respond to customer priorities. In this way, the integrating/general contractor meets its objectives of service and profitability and the Portal Authority meets its statutory objectives of service, fiscal responsibility, and duty to the citizens of Colorado.

The Integration Contractor is encouraged to team with qualified partners, but must maintain oversight on all sub-contractors and partners.

2. <u>Phase I – Common Services</u>

   Phase I is the initial phase of the project and calls for the development and deployment of an operational Internet Infrastructure that is capable of supporting those technical and managerial requirements and services detailed below. Within the category of technical requirements, the Portal Authority has divided these into two sub-categories: services and management. The Portal Authority will hire an integrating/general contractor to design, build, operate, support, and maintain the portal infrastructure.

   Portal Infrastructure for Phase I

   Open Architecture and State Standards

   The successful integration/general contractor will be selected, in part, on the quality and characteristics of the Open Architecture they propose. The Open Architecture solution will provide system (s) scalability, portability, reliability, and usability sufficient to meet the business needs of the Portal Authority and its customers. In providing its Open Architecture solutions, the selected integration/general contractor will be required to utilize and meet the standards documented in the State of Colorado's Information Technology Standards, Version 1.3, July 16, 2004.

   Hardware and Software

   The successful integration/general contractor is also expected to provide hardware and software that meets general requirements. However, the requirements are specified so that the resulting portal infrastructure is capable of supporting current and near-term applications already deployed by state departments and other state and local government entities.

Services for Phase I
Being considered under the services for Phase I are:

- ▲ Design, Build, Operate, Support, and Maintain the Statewide Internet Web Portal.
- ▲ Identity Management.
- ▲ Security Management.
- ▲ Application Integration Toolset.
- ▲ Content Management Toolset.
- ▲ Web Hosting Services.
- ▲ Electronic Payments Engine.
- ▲ Communications and Collaboration Toolset (email).
- ▲ Help Desk Toolset.
- ▲ Determination of Needs.
- ▲ Operate Help Desk.
- ▲ Provide Training.
- ▲ Operate New Requirements Processing.
- ▲ Design New Portal Authority Look and Feel.
- ▲ Operate Change Management Processing.

The contractor will also provide the necessary project management leadership required by the Portal Authority for this project. In addition to providing internal leadership to its own project team, partners, and sub-contractors, the contractor will take a leadership role in providing consultative leadership with the Portal Authority project lead, staff, and participants from state and local government within Colorado.

3. Phase II – Applications
   In Phase II, the Portal Authority will provide application development, hosting, and operations and maintenance services for its customers. The Portal Authority envisions that Phase II requirements will be provided by state departments and other state and local government entities on a priority basis for development and deployment. The Portal Authority, working with its contractors and customers, will determine the roll out schedule for these new Internet applications, task the contractors to build the capabilities, and the team will operate and maintain these new applications as a service to the customers. The Portal Authority envisions that Phase II will continue for quite a while as agencies develop new Internet application requirements, get them approved through the State's budget process, and develop the detailed specifications upon which the Portal Authority and its contractors will respond.

4. Phase III – Government Applications
   In Phase III, the Portal Authority will focus on providing government to government (G2G) services and government to employee (G2E) services to its customers. The Portal Authority envisions that Phase III requirements will be provided by state departments and other state and local government entities on a priority basis for development and deployment of these G2G and G2E applications. The Portal

Authority, working with its contractors and customers, will determine the roll out schedule for these new Internet applications, task the contractors to build the capabilities, and the team will operate and maintain these new applications as a service to the customers. The Portal Authority envisions that Phase III will continue for quite a while as agencies develop new Internet G2G and G2C application requirements, get them approved through the State's budget process, and develop the detailed specifications upon which the Portal Authority and its contractors will respond.

IV. **OPERATING MODEL/GOVERNANCE**

   A. Organizational Structure

   The Portal Authority is an independent public body and political subdivision of the State. It is not subject to any administrative direction by any Department, Commission, Board, or Agency of the State.

   The governing body of the Portal Authority is a Board of Directors (Board) composed of eleven voting members and one ex officio nonvoting member. The composition of the board is as follows:

- The Secretary of State.
- The Head of one of the offices in the Office of the Governor appointed by the Governor.
- The Executive Directors of three principal Departments of the State appointed by the Governor.
- Two members from the private sector appointed by the Governor with the consent of the Senate.
- One member representing the Judicial Department of the State appointed by the Chief Justice of the Supreme Court.
- One member of the Senate appointed by the President of the Senate.
- One member of the House of Representatives appointed by the Speaker of the House of Representatives.
- One member representing local government appointed by the Governor with the consent of the Senate.
- The Chief Technology Officer of the Office of Innovations and Technology as the ex officio nonvoting member.

   On an annual basis, the Board will elect the following officers:

- Chairperson.
- Vice-Chairperson
- Secretary
- Treasurer

The Board may appoint other officers as necessary.

   The Board may establish committees as necessary to accomplish the goals and objectives of the Portal Authority. Such committees may consist of, but are not limited to the following:

- Bylaws

- ◢ Business/RFP
- ◢ Finance
- ◢ Personnel
- ◢ Legal

The Board will appoint an Executive Director. The Executive Director will be responsible for identifying additional staffing and resource needs to meet the goals and objectives of the Portal Authority.

B. Processes & Procedures
The Portal Authority will create and adopt bylaws that will govern the processes utilized by the Portal Authority. These bylaws will also guide the process for the promulgation of any policies, procedures, rules or regulations of the Portal Authority.

C. Regulations Contract Management
The Portal Authority and/or Executive Director will oversee and manage all contracts entered into by the Portal Authority and/or Executive Director.

D. Facilities
The Executive Director will acquire space, equipment, services, supplies and insurance necessary to meet the goals and objectives of the Portal Authority.

E. Accounting
A report of the complete and detailed operating and financial statement of the Portal Authority for the fiscal year will be submitted within six months of the end of the fiscal year to:
- ◢ The State, Veterans, and Military Affairs Committee of the Senate or any other Senate committee of reference as designated by the President of the Senate.
- ◢ The Information and Technology Committee of the House of Representatives or any other House committee of reference as designated by the Speaker of the House of Representatives.

F. Reporting & Auditing
A status of the Portal Authority project will be delivered at each Board meeting of the Portal Authority. Included in the Operating and Financial Statement, as defined above, the Portal Authority will include any recommendations with reference to additional legislation or other actions that may be necessary for the Portal Authority to meet its goals and objectives.

V. **Marketing/Sales, Communication/Public Authority Relations, Training/Support**
Section VII of the Statewide Internet Portal Authority Strategic Business Plan is comprised of three (3) major elements: Marketing/Sales, Communication/Public Relations, and Training/Support. Each of these elements may have unique applications as they are applied to specific Subscriber/User types.

Wherever possible, the use of technology will be leveraged in providing marketing/sales, communication/public relations, and training/support to all Subscriber/User types.

For purposes of Section VII the following Subscriber and User Types can be identified:

Subscriber Types
- State Government Departments.
- Local & Municipal Departments/Governments.
- Private Sector Companies.

User Types
- State Government Employees.
- Local & Municipal Government Employees.
- Private Sector Employees.
  - Constituents of Users above.

Each specific Subscriber/User type will require unique nuances in Marketing/Sales, Communications/Public Relations, and Training/Support, however at a high level, the approach will be consistent.

A. Marketing/Sales

The Marketing/Sales effort will initially be a collaborative effort between the Portal Authority Executive Director, Portal Authority Board Members, and the Portal Integrator. Additional private and/or public personnel would be added based on need and financial resources. The Marketing/Sales effort will:
- Identify most likely users & decision-makers from specific subscriber groups.
- Design marketing pieces that could be electronically transmitted to specific subscriber groups & decision-makers.
- Structure pricing to be competitive in order to enhance user acceptance.
- Design one-on-one presentations for individual decision-makers.
- Develop subscriber contracts and/or MOUs.

B. Communication/Public Relations
The Executive Director will orchestrate the Communication/Public Relations functions. The Communication/Public Relations activities will provide a roadmap to describe and inform the "public" regarding the RFP(s), implementation plan, applications, services and timelines.

These Communication/Public Relation campaigns will assist in setting the public's expectations for each Phase of the Portal Authority Project. These campaigns will seek to:
- Describe the overall function of the Portal Authority.
- Describe the basic uses of the Portal.
- Explain the services, efficiencies, costs and benefits of the Portal Authority.

- ◢ Show the relationship of the Portal Authority to the private sector businesses, constituents and other government entities.

The following tools will be developed to implement Communication and Public Relations:
- ◢ Develop a web page that contains the following on-line information:
    - ◥ Mission & Purpose statement with historical background.
    - ◥ RFP information.
    - ◥ Section on frequently asked questions.
    - ◥ On-line press kit.
- ◢ User groups will be formed to maintain open lines of communication, identify problems and update functionality (see Train the Trainers for user group membership).
- ◢ Work with local colleges to develop a Public Service Announcement for constituent awareness of the Portal.
- ◢ Public forums will be established to encourage feedback through.
- ◢ Meetings and surveys.
- ◢ Design information kits for members of the press.

C. Training/Support
- ◢ Training will be web-based wherever possible.
- ◢ Training programs will be developed by the Executive Director, approved by the Portal Authority & implemented by the Portal Integrator.
- ◢ Subscriber training will be completed prior to program launch & be updated on a regular basis.
- ◢ A "train-the-trainer" program will be developed based on needs of specific subscriber groups:
    - ◥ Individuals selected to be subscriber group trainers will go on to serve as a member of that user group.
- ◢ Online help desks will be developed for 24/7 assistance:
    - ◥ A toll free help desk will also be available during normal business hours
    - ◥ Help desk services will be available at no cost to the subscriber.
- ◢ Each new subscriber will have an initial period of training:
    - ◥ Additional training will be billed based on actual cost.
- ◢ Constituent training will be available online and primarily based on intuitive software.

Resources

egov, Recommended Policies and Guidelines for Federal Public Websites, Final Report to the Interagency Committee on Government Information, Submitted to the Office of Management and Budget, June 9, 2004
http://www.cio.gov/documents/ICGI/ICGI-June9report.pdf

TexasOnline Program Overview, last updated February 24, 2003
http://www.dir.state.tx.us/egov/Program/overview_main.htm

User-Centered Design for Large Government Portals, by Christopher Rusay, Published on January 16, 2003
http://www.digital-web.com/articles/user_centered_design_for_large_government_portals